



TORQ Analysis of Storage and Distribution Managers to First-Line Supervisors/Managers of Non-Retail Sales Workers

INPUT SECTION:

Transfer	Title	O*NET	Filters		
From Title:	Storage and Distribution Managers	11-3071.02	Abilities:	Importance Level: 50	Weight: 1
To Title:	First-Line Supervisors/Managers of Non-Retail Sales Workers	41-1012.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

OUTPUT SECTION:

Grand TORQ:

91

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	94	Level	92	Level	86

Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Speech Recognition	59	8	75	Time Management	68	10	86	Sales and Marketing	70	18	88
Originality	51	9	59	Judgment and Decision Making	62	8	72	English Language	61	4	78
Mathematical Reasoning	48	7	56	Instructing	61	5	71				
Oral Expression	62	5	78	Reading Comprehension	63	4	78				
Deductive Reasoning	55	5	68	Speaking	65	2	85				
Written Expression	55	5	65	Active Listening	61	2	84				
Oral Comprehension	59	2	75	Social Perceptiveness	63	2	77				
Fluency of Ideas	48	2	65	Critical Thinking	64	2	72				
Inductive Reasoning	48	2	62								
Number Facility	46	2	59								

LEVEL and IMPT (IMPORTANCE) refer to the Target First-Line Supervisors/Managers of Non-Retail Sales Workers. GAP refers to level difference between Storage and Distribution Managers and First-Line Supervisors/Managers of Non-Retail Sales Workers.

ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50

Description	Storage and Distribution Managers	First-Line Supervisors/Managers of Non-Retail Sales Workers	Importance
Oral Expression	57	62	78
Oral Comprehension	57	59	75



Speech Recognition	51	59	75
Speech Clarity	51	51	72
Problem Sensitivity	51	46	68
Deductive Reasoning	50	55	68
Written Comprehension	55	55	65
Written Expression	50	55	65
Fluency of Ideas	46	48	65
Inductive Reasoning	46	48	62
Category Flexibility	51	46	62
Near Vision	53	51	62
Originality	42	51	59
Information Ordering	48	46	59
Number Facility	44	46	59
Mathematical Reasoning	41	48	56
Selective Attention	44	41	53

Skill Level Comparison - Abilities with importance scores over 69

Description	Storage and Distribution Managers	First-Line Supervisors/Managers of Non-Retail Sales Workers	Importance
Time Management	58	68	86
Speaking	63	65	85
Active Listening	59	61	84
Reading Comprehension	59	63	78
Social Perceptiveness	61	63	77
Active Learning	60	55	73
Critical Thinking	62	64	72
Judgment and Decision Making	54	62	72
Management of Personnel Resources	68	66	72
Instructing	56	61	71

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	Storage and Distribution Managers	First-Line Supervisors/Managers of Non-Retail Sales Workers	Importance
Sales and Marketing	52	70	88
English Language	57	61	78



Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	Storage and Distribution Managers	First-Line Supervisors/Managers of Non-Retail Sales Workers	Description	Storage and Distribution Managers	First-Line Supervisors/Managers of Non-Retail Sales Workers
10+ years	7%	12%	Doctoral	0%	0%
8-10 years	19%	2%	Professional Degree	0%	0%
6-8 years	2%	45%	Post-Masters Cert	0%	0%
4-6 years	8%	10%	Master's Degree	0%	42%
2-4 years	58%	10%	Post-Bachelor Cert	0%	0%
1-2 years	0%	4%	Bachelors	38%	25%
6-12 months	2%	11%	AA or Equiv	3%	1%
3-6 months	0%	0%	Some College	13%	5%
1-3 months	0%	0%	Post-Secondary Certificate	0%	1%
0-1 month	0%	0%	High School Diploma or GED	43%	23%
None	0%	1%	No HSD or GED	0%	0%

Storage and Distribution Managers

First-Line Supervisors/Managers of Non-Retail Sales Workers

Most Common Educational/Training Requirement:

Work experience in a related occupation

Work experience in a related occupation

Job Zone Comparison

3 - Job Zone Three: Medium Preparation Needed

Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.

Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.

Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.

4 - Job Zone Four: Considerable Preparation Needed

A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.

Most of these occupations require a four - year bachelor's degree, but some do not.

Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.

Tasks

Storage and Distribution Managers

Core Tasks

Generalized Work Activities:

- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to

First-Line Supervisors/Managers of Non-Retail Sales Workers

Core Tasks

Generalized Work Activities:

- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.
- Communicating with Supervisors, Peers, or



(including hardware and software) to program, write software, set up functions, enter data, or process information.

- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.

Specific Tasks

Occupation Specific Tasks:

- Advise sales and billing departments of transportation charges for customers' accounts.
- Arrange for necessary shipping documentation, and contact customs officials to effect release of shipments.
- Arrange for storage facilities when required.
- Confer with department heads to coordinate warehouse activities, such as production, sales, records control, and purchasing.
- Develop and document standard and emergency operating procedures for receiving, handling, storing, shipping, or salvaging products or materials.
- Develop and implement plans for facility modification or expansion, such as equipment purchase or changes in space allocation or structural design.
- Evaluate freight costs and the inventory costs associated with transit times to ensure that costs are appropriate.
- Evaluate locations for new warehouses and distribution networks to determine their potential usefulness.
- Examine invoices and shipping manifests for conformity to tariff and customs regulations.
- Examine products or materials to estimate quantities or weight and type of container required for storage or transport.
- Inspect physical conditions of warehouses, vehicle fleets and equipment, and order testing, maintenance, repair, or replacement as necessary.
- Interview, select, and train warehouse and supervisory personnel.
- Issue shipping instructions and provide routing information to ensure that delivery times and locations are coordinated.
- Negotiate with carriers, warehouse operators and insurance company representatives for services and preferential rates.
- Participate in setting transportation and service rates.
- Plan, develop, and implement warehouse safety and security programs and activities.

Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.

Specific Tasks

Occupation Specific Tasks:

- Analyze details of sales territories to assess their growth potential, and to set quotas.
- Attend company meetings to exchange product information and coordinate work activities with other departments.
- Confer with company officials to develop methods and procedures to increase sales, expand markets, and promote business.
- Coordinate sales promotion activities, and prepare merchandise displays and advertising copy.
- Direct and supervise employees engaged in sales, inventory-taking, reconciling cash receipts, or performing specific services such as pumping gasoline for customers.
- Examine merchandise to ensure correct pricing and display, and that it functions as advertised.
- Examine products purchased for resale or received for storage to determine product condition.
- Formulate pricing policies on merchandise according to profitability requirements.
- Hire, train, and evaluate personnel.
- Inventory stock, and reorder when inventories drop to specified levels.
- Keep records pertaining to purchases, sales, and requisitions.
- Listen to and resolve customer complaints regarding services, products, or personnel.
- Monitor sales staff performance to ensure that goals are met.
- Plan and prepare work schedules, and assign employees to specific duties.
- Prepare rental or lease agreements, specifying charges and payment procedures for use of machinery, tools, or other items.
- Prepare sales and inventory reports for management and budget departments.
- Provide staff with assistance in performing difficult or complicated duties.
- Visit retailers and sales representatives to promote products and gather information.

Detailed Tasks



- Prepare and manage departmental budgets.
- Prepare or direct preparation of correspondence, reports, and operations, maintenance, and safety manuals.
- Respond to customers' or shippers' questions and complaints regarding storage and distribution services.
- Review invoices, work orders, consumption reports, and demand forecasts to estimate peak delivery periods and to issue work assignments.
- Schedule and monitor air or surface pickup, delivery, or distribution of products or materials.
- Supervise the activities of workers engaged in receiving, storing, testing, and shipping products or materials.
- Track and trace goods while they are en route to their destinations, expediting orders when necessary.

Detailed Tasks

Detailed Work Activities:

- adhere to safety procedures
- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- answer customer or public inquiries
- arrange delivery schedules
- assign work to staff or employees
- call on customers to solicit new business
- communicate technical information
- conduct or attend staff meetings
- confer with other departmental heads to coordinate activities
- develop maintenance schedules
- develop policies, procedures, methods, or standards
- develop safety regulations
- direct and coordinate activities of workers or staff
- ensure compliance with government regulations
- evaluate information from employment interviews
- evaluate performance of employees or contract personnel
- examine documents for completeness, accuracy, or conformance to standards
- hire, discharge, transfer, or promote workers
- inspect products or systems for regulatory compliance
- inspect property to determine damages
- interview job applicants
- investigate customer complaints

Detailed Work Activities:

- access media advertising services
- analyze sales activities or trends
- assign work to staff or employees
- conduct or attend staff meetings
- conduct sales presentations
- conduct training for personnel
- consult with managerial or supervisory personnel
- develop advertising strategy
- develop budgets
- develop policies, procedures, methods, or standards
- dictate correspondence
- direct and coordinate activities of workers or staff
- evaluate information from employment interviews
- evaluate performance of employees or contract personnel
- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers
- inventory stock to ensure adequate supplies
- investigate customer complaints
- maintain production or work records
- make presentations
- monitor worker performance
- order or purchase supplies, materials, or equipment
- oversee sales programs
- oversee work progress to verify safety or conformance to standards
- plan or organize work
- prepare rental or lease agreement
- prepare reports
- provide customer service
- publicize job openings
- purchase office equipment or furniture
- recommend improvements to work methods or procedures
- recommend personnel actions, such as promotions, transfers, and dismissals
- recommend purchase or repair of furnishings or equipment
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- resolve or assist workers to resolve work problems
- select software for clerical activities
- use knowledge of written communication in sales work
- write advertising copy



- maintain safe work environment
- measure, weigh, or count products or materials
- monitor facilities or equipment
- negotiate business contracts
- orient new employees
- oversee execution of organizational or program policies
- prepare reports
- provide customer service
- purchase property management or maintenance equipment or supplies
- resolve customer or public complaints
- schedule air or surface pickup, delivery, or distribution of product
- schedule facility or property maintenance
- schedule work to meet deadlines
- use conflict resolution techniques
- use negotiation techniques
- use oral or written communication techniques
- use weighing or measuring devices in transportation
- write administrative procedures services manual
- write business correspondence

Technology - Examples

Analytical or scientific software

- Integrated Decision Support Netwise Enterprise
- Integrated Decision Support Netwise Frontline
- QUALCOMM QTRACS
- QUALCOMM ViaWeb

Compliance software

- Scanlon Associates LogPak

Data base user interface and query software

- Microsoft Access

Electronic mail software

- Microsoft Outlook

Enterprise resource planning ERP software

- Enterprise resource planning ERP software

Graphics or photo imaging software

- Graphics software

Inventory management software

- Aljex Inventory
- DSA Foxware Warehouse Management
- International Business Systems software

Technology - Examples



- Logility Voyager WarehousePRO

- MRA Technologies MRATrack Warehouse Management System

- Sentai Pinpoint

Label making software

- ABOL Manifest Systems

Materials requirements planning logistics and supply chain software

- Cadre Technologies Cadence Warehouse Management System

- Catalyst International CatalystConnect

- IBM i2 Transportation Manager

- Integrated Decision Support Corporation Netwise Supply Chain

- Integrated Decision Support Corporation Swap Advice

- IntelliTrack Warehouse Management System

- Radio Beacon WMS

- RedPrairie DLx Warehouse

- SSA Global Warehouse Management System WMS

- Supply chain event management software

- TECSYS EliteSeries

- TECSYS PointForce Enterprise

Office suite software

- Microsoft Office

Presentation software

- Microsoft PowerPoint

Project management software

- HighJump Software Warehouse Advantage

- Infosite Technologies DM Warehousing

- Sentai WarehouseTrac

Spreadsheet software

- Spreadsheet software

Time accounting software

- WorkForce Software EmpCenter Time and Attendance

Word processing software

- Word processing software



Tools - Examples

- Barcoding labels
- Barcoding scanners
- Desktop computers
- Digital cameras
- Forklifts
- Wireless communication and satellite positioning tools
- Cell phones
- Laptop computers
- Personal computers
- Personal digital assistants PDA
- Radio frequency handheld terminals
- Radio frequency identification RFID devices
- Global positioning systems GPS

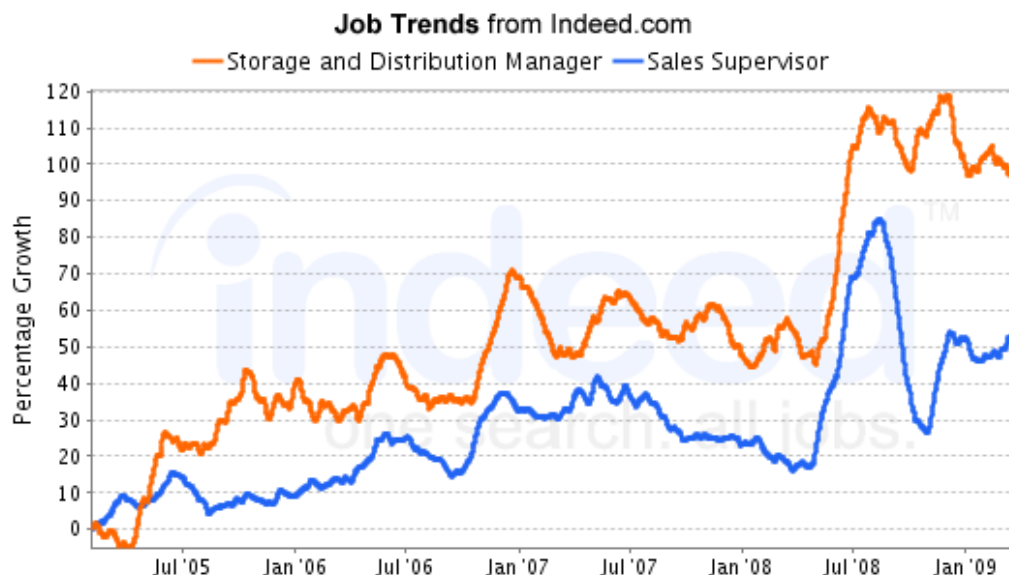
Labor Market Comparison

Description	Storage and Distribution Managers	First-Line Supervisors/Managers of Non-Retail Sales Workers	Difference
Median Wage	\$ 62,270	\$ 55,220	\$ (7,050)
10th Percentile Wage	\$ 40,840	\$ 25,020	\$ (15,820)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 82,310	\$ 72,480	\$ (9,830)
90th Percentile Wage	\$102,600	\$ 95,830	\$ (6,770)
Mean Wage	\$ 68,620	\$ 59,150	\$ (9,470)
Total Employment - 2007	710	930	220
Employment Base - 2006	701	1,297	596
Projected Employment - 2016	736	1,280	544
Projected Job Growth - 2006-2016	5.0 %	-1.3 %	-6.3 %
Projected Annual Openings - 2006-2016	25	19	-6

National Job Posting Trends



Trend for Storage and Distribution Managers

Trend for First-Line
Supervisors/Managers
of Non-Retail Sales
WorkersData from [Indeed](http://Indeed.com)

Recommended Programs

General Merchandising, Sales, and Related Marketing Operations, Other

General Merchandising, Sales, and Related Marketing Operations, Other. Any instructional program in merchandising, sales, and related marketing operations not listed above.

No schools available for the program

Special Products Marketing Operations

Special Products Marketing Operations. A program that prepares individuals to perform marketing and sales operations connected with the promotion of special products, including floristry, food, and home and office products. Includes instruction in principles of marketing research and advertising, promotional campaign organization, media relations, and applicable technical and administrative skills.

No schools available for the program

Specialized Merchandising, Sales, and Related Marketing Operations, Other

Specialized Merchandising, Sales, and Marketing Operations, Other. Any instructional program in sales, marketing, and distribution operations not listed above.

No schools available for the program

Business, Management, Marketing, and Related Support Services, Other

Business, Management, Marketing, and Related Support Services, Other. Any instructional program in business, management, marketing and related support services not listed above.

Institution	Address	City	URL
Maine Maritime Academy	C3	Castine	www.mainemaritime.edu

Maine Statewide Promotion Opportunities for Storage and Distribution Managers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings
11-3071.02	Storage and Distribution Managers	100	3	710	\$62,270.00	\$0.00	5%	25



41-3031.02	Sales Agents, Financial Services	90	4	0	\$65,230.00	\$2,960.00	5%	33
11-3031.02	Financial Managers, Branch or Department	90	4	2,440	\$67,670.00	\$5,400.00	7%	58
11-3071.01	Transportation Managers	89	3	710	\$62,270.00	\$0.00	5%	25
11-2022.00	Sales Managers	89	4	1,310	\$72,720.00	\$10,450.00	3%	32
11-3042.00	Training and Development Managers	88	4	140	\$66,670.00	\$4,400.00	7%	4
11-3041.00	Compensation and Benefits Managers	88	3	200	\$68,560.00	\$6,290.00	2%	5
11-1021.00	General and Operations Managers	87	4	8,490	\$77,050.00	\$14,780.00	-5%	209
41-3031.01	Sales Agents, Securities and Commodities	87	4	0	\$65,230.00	\$2,960.00	5%	33
11-2031.00	Public Relations Managers	87	4	290	\$71,020.00	\$8,750.00	9%	10
11-3051.00	Industrial Production Managers	86	4	690	\$72,560.00	\$10,290.00	-12%	24
13-2052.00	Personal Financial Advisors	86	3	360	\$94,100.00	\$31,830.00	10%	13
11-2021.00	Marketing Managers	84	4	570	\$74,560.00	\$12,290.00	7%	17
11-3031.01	Treasurers and Controllers	84	5	2,440	\$67,670.00	\$5,400.00	7%	58
11-9032.00	Education Administrators, Elementary and Secondary School	83	5	1,530	\$66,870.00	\$4,600.00	-2%	41

Top Industries for First-Line Supervisors/Managers of Non-Retail Sales Workers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Self-employed workers, primary job	000601	39.62%	209,982	213,615	1.73%
Self-employed workers, secondary job	000602	5.76%	30,532	29,023	-4.94%
Wholesale electronic markets and agents and brokers	425100	3.02%	16,027	17,367	8.36%
Postal service	491100	2.47%	13,079	12,713	-2.80%
Professional and commercial equipment and supplies merchant wholesalers	423400	1.97%	10,437	11,617	11.31%
Grocery and related product wholesalers	424400	1.68%	8,880	9,272	4.41%
Telephone call centers	561420	1.51%	7,986	7,953	-0.42%
Insurance agencies and brokerages	524210	1.48%	7,832	8,460	8.01%
Electrical and electronic goods merchant wholesalers	423600	1.36%	7,229	8,138	12.58%
Advertising and related services	541800	1.27%	6,729	7,249	7.74%



Management of companies and enterprises	551100	1.26%	6,666	7,338	10.08%
Beer, wine, and distilled alcoholic beverage merchant wholesalers	424800	1.17%	6,189	6,523	5.40%
Hardware, and plumbing and heating equipment and supplies merchant wholesalers	423700	1.08%	5,748	6,230	8.40%
Computer systems design and related services	541500	0.94%	4,974	6,413	28.92%
Miscellaneous nondurable goods merchant wholesalers	424900	0.92%	4,877	5,063	3.81%

Top Industries for Storage and Distribution Managers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Federal government, excluding postal service	919999	8.18%	7,687	7,267	-5.47%
General freight trucking	484100	7.31%	6,875	7,777	13.11%
Warehousing and storage	493100	5.90%	5,551	7,414	33.57%
Management of companies and enterprises	551100	5.66%	5,322	6,135	15.28%
Local government, excluding education and hospitals	939300	4.83%	4,542	5,102	12.34%
Couriers	492100	4.11%	3,862	4,150	7.46%
Grocery and related product wholesalers	424400	3.41%	3,203	3,503	9.35%
Freight transportation arrangement	488500	3.38%	3,180	4,031	26.76%
Specialized freight trucking	484200	2.57%	2,418	2,724	12.64%
Self-employed workers, primary job	000601	2.55%	2,400	2,557	6.54%
Rail transportation	482100	1.86%	1,751	1,507	-13.94%
Scheduled air transportation	481100	1.65%	1,553	1,715	10.41%
State government, excluding education and hospitals	929200	1.52%	1,429	1,402	-1.87%
Professional and commercial equipment and supplies merchant wholesalers	423400	1.13%	1,063	1,239	16.57%
Wholesale electronic markets and agents and brokers	425100	1.12%	1,055	1,197	13.48%